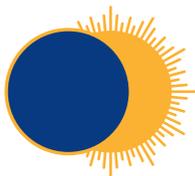




# Quality account

2018-19



Royal Hospital for  
Neuro-disability



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**Our work at the Royal Hospital for Neuro-disability (RHN) this year has focused on being the best care provider that we can be.**

Our extensive refurbishment programme has been continuing this year, with the hospital reception and Drapers ward now joining our updated Reed's cafeteria. On top of this, we have renovated Haberdashers House, where we will shortly be opening a young people's unit for young adults with significant and complex neurological impairments. We will also complete our state-of-the-art Therapy Hub in summer 2019, and have begun work on totally refurbishing Evitt and Cathcart wards.

Building on the positive feedback of our 2017 CQC inspection, in which we were awarded a 'Good' rating, we continue to improve the safety and quality of the services we offer here, and strive to achieve an even better rating on our next inspection. The three key things we aim to introduce to improve quality of care this year are:

- The introduction of intravenous (IV) therapy, which means that fewer people will need to be transferred to acute care when they become unwell
- Improved access to ward-based activities, so that residents can access more leisure activities in their comfort of their own environment
- The roll out of Electronic Patient Records, improving safety and freeing up more time so that staff can spend it with the people who matter the most – our residents

We have continued to celebrate staff achievements such as our Putney Nurse and Putney HCA programmes, which enable our clinical staff to provide the very best care possible. The dedication of our staff is incredible and at our most recent staff awards, a number of colleagues received certificates commemorating their service at the RHN for 20, 30, 40 and even 45 years.

We are extremely appreciative of the work done and compassion displayed on a daily basis by all of our staff. The RHN would not be the place it is without its staff, and I would like to take this opportunity to thank them all for their hard work.



**Paul Allen**  
Chief Executive



**Our patients and residents come from all over the UK and we are one of the largest providers of specialist neuro-rehabilitation services for people with complex disabilities. We also provide long term care.**

There is a Commissioning for Quality and Innovation (CQUIN) scheme attached to our NHS England contract. This CQUIN seeks to:

- Reduce unnecessary duplicate referrals and the time spent in waiting for assessment
- Reduce the number of “rejected” referrals rejected simply because the information sent to us is not complete.
- Improve patient experience data at a unit level
- Bring level 1/2a neuro-rehabilitation services more fully into a “system” of care in each Sustainability and Transformation Partnership (STP) group in London

The RHN met 100% of all CQUIN targets in 2018/19.

## Specialist Nursing Home

The Specialist Nursing Home supports people with highly complex physical disability and cognitive needs. The Specialist Nursing Home team are experienced in managing neurological conditions while working to optimise independence and function wherever possible. Quality of life is the focus and accessible, specially-adapted activities are provided with the support of a large team of volunteers.

## Brain Injury Service

The Brain Injury Service (BIS) provides intensive neurological level 1 rehabilitation to people with a significant brain injury and complex physical, cognitive and communication needs. We offer specialist expertise in the management of people who remain in a prolonged disorder of consciousness as well as expertise and proven success in the assessment, management and removal of tracheostomy after brain injury.

BIS offers an interdisciplinary model of rehabilitation, including services not commonly found in traditional rehabilitation settings, such as Augmentative and Alternative Communication (AAC) specialists and technology, an integrated complex seating and postural management team and engineering workshop, music therapy, OT art therapy, leisure services, hydrotherapy and pastoral services.

We passionately believe that all people have the right to achieve their full potential and enjoy the optimum possible quality of life. We strive to care for people and their families as individuals, with practical and emotional support every step of their journey.

This year has seen significant refurbishment of Drapers our active, goal oriented level 1 rehabilitation ward. Drapers Ward now provides a warm homely environment with opportunities for patients to be as independent as possible and work towards achieving their rehabilitation goals. There is also on-going significant upgrade to our therapy facilities – with the creation of 2 distinct therapy spaces. The Hub – which will provide a state of the art space for providing MDT rehabilitation to patients and residents of the hospital and the Quiet Gym – which will provide a quieter space for patients and residents requiring input in a less stimulating environment. We are also creating a suite of bookable rooms for 1:1 therapy and small groups as well as bespoke clinic spaces for splinting, postural management and Flexible Endoscopic Evaluation of Swallowing (FEES).

# Specialist Services

## Ventilator Unit

The Jack Emerson Centre offers care and treatment for people who need ventilator support in a specially designed environment. Our multi-disciplinary team is made up of a specialist consultant, nursing staff and a range of therapists. A Clinical Nurse Specialist is also available for all patients with tracheostomies.

## Huntington's Disease Service

Our specialist Huntington's disease service provides excellent care and support for patients who have highly complex needs, and their families, encouraging independence and maximising their quality of life.

These wards provide an environment where people affected by Huntington's disease can receive specialist support either for a short term package of care or a longer placement. The team is also experienced in palliative care. This highly sensitive work is supported by a specialist palliative care consultant from the Royal Trinity Hospice, as part of a partnership arrangement.

## Neuro-behavioural Rehabilitation Unit

This is a service for those whose conditions have affected their behaviour and present challenges to their care. Patients who experience a change in behaviour or behavioural challenges are supported by our staff in this dedicated service. We also provide rehabilitation and longer term support for people who experience challenges in behaviour which may be limiting their rehabilitation progress.

## Young People's Unit

Haberdashers House has been fully refurbished in order to accommodate and meet the needs of young adults with significant and complex neurological impairments. The unit now has piped medical gases, a high specification call system and fully accessible wet room. All areas have been modernised and made fully infection control compliant. We plan for the unit to open in June 2019.

## Introduction

The RHN Clinical Strategy was introduced in June 2018 and sets out the direction of care for the next three years, as well as the key actions required to achieve our goals.

Key progress includes:

### External Profile

- The research strategy has been completed and disseminated, allowing us to continue developing our national and international profile
- Two new PhD students have commenced their studies

### Culture

- Overseeing networking with Denmark and Alabama has commenced
- RN and HCA Putney nurse Programmes established

### Role of Technology

- Phase 1 of introducing electronic patient records has launched
- Environmental control has been introduced in the newly refurbished areas (Drapers ward and Haberdasher's House)

### End of Life Care

- Work towards recruiting a Clinical Nurse Specialist for End of Life Care is underway
- Plans to introduce an education programme for staff regarding the withdrawal of clinically assisted nutrition and hydration have commenced

## Broadening access to services

- Rehabilitation assistants have been recruited for the Brain Injury Service wards
- The role of Leisure Lead is being recruited to and will be based in Haberdasher's House

## Development of clinical staff

- The first RHN allied health professional supplementary prescriber completed their training in 2018
- Junior doctor posts have been converted to Clinical Fellows

## Enhanced Care

- There is now increased capability for CRP blood testing on site
- Our contract with the pathology service has been reviewed and enhanced
- IV therapy administered at RHN will commence in early 2019/20

## Ethics

- After careful consideration and research, there are now robust processes in place regarding the withdrawal of clinically assisted nutrition and hydration.

## Safety performance overview

There continues to be a proactive incident reporting culture within the RHN and this is reflected in the excellent levels of reporting of no or low harm incidents, which make up almost all incidents reported. In 2018/19 there were just three incidents reported which resulted in moderate harm and no incidents which resulted in severe harm or death.

Serious Incidents (SIs) are incidents that we are legally obliged to report to external organisations such as the CQC and Safeguarding authorities. Between April 2018 and March 2019, there were nine Serious Incidents identified which were reported to the relevant external agencies.

## Safeguarding

Protecting our patients and residents from avoidable harm and abuse is of paramount importance and the RHN places a strong emphasis on proactively reporting any safeguarding concerns.

All staff complete safeguarding e-learning and we have continued to provide applied safeguarding training at four different levels; Foundation, Intermediate, Advanced and Inquirers.

The Director of Nursing is responsible for safeguarding within the RHN, with support from the Head of Patient Safety and Quality, and chairs the monthly Safeguarding Assurance Committee. The Committee reviews any on-going safeguarding cases within the RHN and seeks to learn from other safeguarding cases from across the country.

Between April 2017 and March 2018 there were 11 safeguarding concerns reported to the local safeguarding authority; four cases are on-going, one case was withdrawn, three cases were unsubstantiated and three cases were substantiated.

# Information Governance

## Data Security and Protection Toolkit:

During 2018 the Information Governance (IG) Toolkit was replaced by the Data Security and Protection (DSP) Toolkit. Like the IG Toolkit, the DSP Toolkit required the RHN to submit evidence demonstrating appropriate information security procedures and systems in place before 31 March 2019. The RHN met all of the National Data Guardian Standards and received an overall grading of "Standards Exceeded".

## Incidents:

Two incidents were reported to the Information Commissioner's Office (ICO) via the Data Security and Protection Toolkit in 2018:

- In October 2018, a member of staff reported that she left her birth certificate and driving licence with HR for copying as proof of identity and that they had subsequently been misplaced. The incident was reported by the staff member 12 months after the actual event. An investigation was completed and found that it was not standard procedure for HR to retain original documents; they carry out the copying with the person present. The individual reported the incident as that was the last time she remembered having the documents in her possession. She also reported that there were no adverse effects to her other than having to obtain replacements. No action was taken by the ICO.
- In November 2018, a member of staff reported that an RHN tablet device went missing on her train journey to work. The device was fully encrypted and is used for remote access to RHN systems through strong encryption passwords. No personal data is stored locally on the device. The device was found at Isleworth station and subsequently returned to RHN. Due to the strong encryption and return of the device no action was taken by the ICO.

There were no complaints raised with the ICO regarding the RHN.



## Care Quality Commission (CQC)

The Care Quality Commission (CQC) is the independent regulator of health and social care providers in England. They are responsible for ensuring that organisations providing health and social care offer safe, effective, caring, responsive and well-led services.

The RHN is registered to undertake the following regulated activities:

- Treatment of disease, disorder or injury
- Accommodation for people who require nursing or personal care
- Diagnostic and screening procedures
- Transport services, triage and medical advice provided remotely

The RHN last received a comprehensive inspection in March 2017, and were very proud to achieve an overall rating of 'Good'.

	Safe	Effective	Caring	Responsive	Well-led	Overall
Long-term conditions	Requires Improvement	Good	Good	Good	Good	Good
Relative	Requires Improvement	Good	Good	Good	Good	Good



We received an unannounced inspection in July 2018 and the follow up report was published in September 2018. As this inspection focused on specific areas rather than the whole hospital, new ratings were not given.

The report noted that the RHN had completed the actions of the requirement notice from the comprehensive inspection in 2017. A number of other points of good practice and improvements were highlighted including; staff assessment and response to patient risks, pressure ulcer management, assisting patient decision-making processes and complaints handling.

In addition to the many areas of good practice identified by the inspection team, there were some areas for improvement documented in the report. The RHN received a requirement notice highlighting the CQC's concerns regarding completion of documentation relating to key clinical interventions and staff not having enough time to fully document their interventions.

RHN submitted an action plan to CQC in response to the requirement notice, identifying remedial actions to address their concerns and targets for completion.

## Friends and Family Test

### Annual Patient / Relative Survey

The Annual Patient/Relative Survey was completed in February 2018. The findings, alongside other patient/relative feedback, were reviewed by a working party formed of Patient/Ward Representatives and facilitated by the Patient Experience & Safety Officer. The working party made suggestions for improvements and an action plan is currently being implemented. Key focus areas include improved communication with patients and families, the provision of ward based activities and increased access to the grounds and community for residents.

### Experience of Care Week

We celebrated "Experience of Care Week" in April 2018. We asked patients, residents and relatives to tell us what mattered most to them in terms of receiving care. Good communication and personal care featured in the top 3 most popular responses for both patients and families. Patients and residents prioritised the achievement of therapy goals and relatives considered the stimulation and provision of activities for patients to be of great importance.



## Friends and Family Test

When patients are discharged from the Brain Injury Service, they are asked how likely they would be to recommend the RHN to others. If a patient is unable to take part then this question is asked of their relatives or regular visitors.

The table below shows the Friends and Family Test (FFT) results for 2018:

	Extremely likely	Likely	Neither likely nor unlikely	Unlikely	Extremely unlikely	Don't know	Total
Patient	12	11	0	0	0	0	23
Relative	27	12	1	0	0	0	40

The results show that almost all respondents (98%) would be likely or extremely likely to recommend the RHN to others.

## Compliments

It is important to record positive feedback as this helps us to identify areas where we are performing well. In 2018 there were 49 written compliments recorded on the Datix database. This is an increase from the previous two reporting years (2017 - 40, 2016 - 33).

Most compliments were received from patients' families (32), however there were also five received directly from patients. Additionally, there were five compliments received from CCGs, four from other external organisations and three from internal colleagues. The three most common themes were nursing care, support to patients/families and assistance with the discharge/transfer process.

## Complaints

Complaints are a vital source for identifying where services and care require improvement, and staff are encouraged to view all complaints as an opportunity for learning. All complaints are recorded on our electronic Datix system and are investigated in accordance with our complaints policy.

There were 178 complaints reported in 2018, comprising 132 informal concerns and 46 formal complaints. One informal concern was escalated to a formal complaint.

## Informal concerns

The complaints policy recommends that informal concerns should be resolved within 48 hrs. On average 17% of concerns raised in 2018 were documented as being resolved within this time frame: this is an improvement of 6% from the previous year. Actions aimed at improving resolution times are on-going.

## Formal complaints

The RHN acknowledged 100% of formal complaints with 48 hours of receipt and provided a formal response within 20 working days to 65% of complainants. Most delayed responses were due to the investigator having a period of leave within the 20 working day response time. Improved planning and communication regarding complaint investigations has meant that investigations are less frequently allocated to staff who will be going on leave, and this has contributed to improved response times.

The RHN saw an increase in the number of formal complaints during 2018/19, with 46 logged during the year. A proportion of these complaints were from people who raised concerns on a number of occasions through the year. We have worked with these individuals to introduce specific actions and improve communication channels at ward level, reducing the need for them to raise their concerns formally.



## Staff survey 2018/19

The field work for the annual staff survey was completed in January 2019. A summary of the feedback is as follows:

### Positive Results

- The RHN survey response rate of 42% was an increase of 7% from the previous survey.
- The Survey reported that 93% of staff feel proud to work at the RHN compared to 89% of staff in the previous survey.
- Improvement in communications between staff and their manager showed a substantial increase this year compared to last year, from 49% to 83%. This was one of the areas targeted for improvement from the previous survey.
- There was a positive increase in staff feeling valued and recognised for what they do from 68% to 73%. In comparison, the 2018 NHS Staff Survey reported that 46% were satisfied with the extent to which their organisation values their work.

## Areas for Development

- There has been a 6% decline in staff feeling that RHN provides equal opportunities for career development or promotion, from 77% to 72%. This does not compare favourably with the 2018 NHS Staff Survey where it was reported that 83% thought their organisation provides equal opportunities.
- 74% of clinical staff and 85% of non-clinical staff reported that they did not experience bullying from either patients, relatives, the public or other members of staff. That means, however, that there are still a significant number of staff who reported that they do experience this, and this survey showed an increase on the previous year. An action plan is being developed to address this and other areas for improvement highlighted in the survey, such as training and development, equal opportunities, discrimination and bullying.

# Speak Up Guardian

In the last report two actions were identified for 2018: the first was to develop a greater understanding of the Guardian responsibility, and the second was to increase the visibility/awareness of the Guardian within RHN.

At the Ethics Awareness Day in June 2018 there was a stand with information about Speak Up and the role of the Guardian. The stand was well attended and staff were aware of how to raise concerns, but did not appear to know about the Guardian's role.

Whistleblowing cases are reported to the Audit and Risk Committee. There was one case of whistleblowing during 2018, which did not go through the Guardian, HR or Patient Safety & Quality. There has not been anyone using the Speak Up confidential telephone line.

## Actions for 2019

Through Health Education England there is now a suite of e-learning sessions as a helpful resource for healthcare staff by promoting relevant policies, procedures, good practice and available support in relation to speaking up. There is also an e-learning session for managers to help them understand their role and responsibilities in relation to speaking up.

In addition, there are also two short education and training films – 'Raising Concerns' and 'Responding to Concerns' – to raise awareness on the importance of speaking up, building confidence amongst staff on how to do so and to equip managers with the knowledge, skills and confidence to respond adequately, timely and safely. There is also a 'Making Speaking Up Business as Usual' film to promote speaking up, and to raise awareness of the Freedom to Speak Up Guardian role.

These training resources are being assessed with a view to rolling out the training across RHN to improve staff's understanding of Speaking Up and the role of the Freedom to Speak Up Guardian.

## Specialist Nurses

The RHN employs specialist nurses who have expert knowledge in key areas of care required by our patients; tissue viability, tracheostomy care, infection prevention and control, continence and nutrition.

The nurses offer support, teaching and clinical recommendations in their area of expertise. They have also produced comprehensive guidance documents and reviewed staff competencies.

## Putney Nurse and Putney HCA Programmes

The Putney Nurse programme was established in 2017 to provide education and training to nurses working at the RHN that would increase their knowledge and skills around caring for patients with an acquired brain injury. The course includes intensive sessions focusing on humanising care, resilience, advanced fundamental care practices, working in teams and working with relatives, revisiting rehabilitation care and values, assessing pain and discomfort, leadership, clinical supervision, contracting services, best interests, end of life care, grief and loss, family support and managing risk.

So far, four courses have been run with 25 RNs completing the programme and awarded the Putney Nurse Badge.

The Putney HCA course was developed to teach HCAs about humanising care, resilience, revisiting the anatomy of the brain and the impact of dysfunction on personhood, revisiting fundamental care and reviewing the latest evidence to inform practice, compassionate caring, ethical and legal issues that impact on practice, end of life care and loss. The sixth program started on 20 March 2019 and 59 HCAs have completed the programme and been awarded their Putney HCA badge.

The courses are now open to external candidates to build a network of sharing and experience both within the RHN but also with colleagues working in rehabilitation and care of enduring neuro-disability.

# Fundraising

**What sets us apart from other hospitals are the extra services and therapies that our charity fundraising allows us to provide.**

Donations help us to fund:

- Aquability pool sessions;
- Computer therapy and specialist communication aids;
- Leisure and Families Service (including disability sports);
- Music therapy;
- Nurse escorts and transport for patient trips;
- Occupational therapy art;
- Onsite multi-faith chapel services;
- Our programme of research;
- Physiotherapy equipment and hoists;
- Specially adapted wheelchairs.

Our events team works with individual fundraisers and organisations who take on sporting challenges and hold events to raise money and awareness of the RHN.

These include:

- Participating in the Virgin Money London Marathon and the Prudential Ride London – Surrey 100 race
- The London Committee's annual bridge event hosted at the hospital
- Our annual Christmas carol concert
- The RHN's flagship fundraising event, a gala dinner

## Research

The new Research Strategy document has recently been agreed and published, and this sets out the plan for research within the RHN over the coming years. The strategy outlines:

- A focus on five main research themes
- A plan to maintain and grow the RHN research culture
- Optimisation of research resources
- A commitment to maximising the impact of research
- Improved dissemination and outreach of research completed

We currently have three staff undertaking a PhD. Topics of the studies being completed are:

- Diagnosis of emergence from a Disorder of Consciousness (DoC)
- The impact of reflection in nursing on patient and residents
- Training interventions for nurses using communication aids

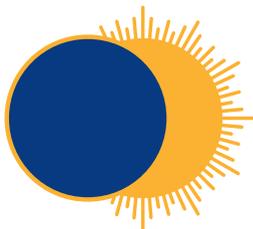
The RHN is a co-applicant in a successful Erasmus plus project: Education Program for Carers in Facilities with Neuro-Disabled Subjects (EPoCFINDS). EPoCFINDS is formed of a consortium of clinical facilities and education foundations to ensure work-based learning and application of the new acquired skills in practical real-life conditions. It is a collaboration between Greece, Cyprus, Romania, Denmark and the UK.



## Education

During 2018 we hosted:

- Two conferences
- Seven open lectures
- Ten training courses.



# Royal Hospital for Neuro-disability

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